



## **BOARD OF TRUSTEES MEETING AGENDA**

5:30 p.m., Monday, May 18, 2026  
Hospital Meeting Rooms C-D  
100 Medical Parkway, Denison, IA

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|--|----------------|
| <b>I. CALL TO ORDER</b>                                    | Jon Schuttinga |
| <b>II. ROLL CALL OF DIRECTORS</b>                          | Heather Wight  |
| <b>III. ORAL COMMUNICATIONS – None Submitted</b>           |                |
| <b>IV. WRITTEN COMMUNICATIONS – None Submitted</b>         |                |
| <b>V. CONSENT AGENDA ITEMS</b>                             |                |
| A. Previous Month’s Minutes                                |                |
| B. Quality Committee Meeting Minutes                       |                |
| C. Medical Staff Meeting Minutes                           |                |
| D. Executive Committee Meeting Minutes                     |                |
| E. Credentialing and Reappointments                        |                |
| F. Patient Experience Committee Meeting Minutes and Report |                |
| G. Finance Committee Meeting Minutes                       |                |
| H. Payroll and AP – April                                  |                |
| I. Mission Committee Meeting Minutes                       |                |
| <i>Motion needed for Consent Agenda Items</i>              |                |
| <b>VI. NEW BUSINESS/REPORTS</b>                            |                |
| A. Diabetic Education Department Report                    | Sara Gaul      |
| B. CEO Report  | Erin Muck      |
| C. Individual Board Member Comments                        | Board          |
| <b>VII. ADJOURNMENT</b>                                    | Board Chair    |
| <i>Motion Needed</i>                                       |                |

### **Our Mission**

To provide convenient access to safe, high quality, patient centered healthcare by skilled and trusted professionals while exceeding customer expectations

**Board of Trustees**

April 27, 2026

A meeting of the Board of Trustees of Crawford County Memorial Hospital was held on Monday, April 27, 2026, in Hospital Board Room D at Crawford County Memorial Hospital, Denison, Iowa.

**CALL TO ORDER:** The Board of Trustees meeting was called to order at 5:30 p.m. by Schuttinga.

**ROLL CALL OF DIRECTORS**

Present on site during the meeting were Jay Mendlik, Jon Schuttinga, Amy Schultz, Vernon Sid Leise, David Reisz, Erin Muck (CEO out from 6:00 – 6:02), Heather Rasmussen (Chief Quality Officer), Theresa Sheer (CNO), Dr. David Wright (Chief of Staff), and Heather Wight (Recorder). Also in attendance were Tahlia Nelson (Revenue Cycle Director left at 5:50) and Kelly Wieman (Rehab Services Director left at 5:53) and Gordon Wolf (Denison Free Press). Not in attendance were Rachel Melby (CFO) and Dr. Michael Luft (Chief Medical Officer).

**ORAL COMMUNICATIONS**

No oral communications were received.

**WRITTEN COMMUNICATIONS**

No written communications for the general agenda items were received.

**CONSENT AGENDA ITEMS**

- 5.A approval of March 30, 2026, meeting minutes
- 5.B approval of Quality Committee minutes
- 5.C approval of Medical Staff meeting minutes
- 5.D approval of Executive Committee meeting minutes
- 5.E approval of credentialing reappointments of Boll, Gintonio, Lorenzen, and Hoaglund and reappointments of Blackwill and Schechinger.
- 5.F approval of Patient Experience Committee meeting minutes and Report
- 5.G approval of Finance Committee meeting minutes
- 5.H approval of Payroll and AP for March in the amount of \$2,977,499.30
- 5.I approval of Mission Committee meeting minutes

A motion was made by Reisz, second by Schultz, to approve the Consent Agenda as presented. Motion carried unanimously.

**NEW BUSINESS / REPORTS**

**Revenue Cycle Department Report**

Nelson shared the CCMH Revenue Cycle team comprises of 57 members across six specialized departments and has demonstrated significant operational resilience and efficiency over the past year. By optimizing Cerner workflows and improving medical necessity tracking via Craneware, the Coding and Business Office teams successfully reduced the Discharged Not Final Coded (DNFC) backlog, resulting in the achievement of a sub-50-day Accounts Receivable (AR) goal. The Business Office currently processes over 9,600 claims and manages \$3 million+ in monthly postings while navigating a complex landscape of decreasing insurance reimbursement rates. Front-end operations—including Patient Access, Prior Authorization, Greeters, and a bilingual Financial Counseling team—continue to manage high patient

**Board of Trustees**

April 27, 2026

volumes and evolving price transparency regulations. Looking ahead to FY27, the department is prioritizing implementing a pre-registration process for scheduled services, increasing clinic copay collections by 10%, and enhancing provider documentation audits to ensure continued compliance and financial stability.

**Rehab Services Department Report**

Wieman shared the Rehab Services Department reported significant growth and facility enhancements across all specialties. The department transitioned to a new 9,800-square-foot permanent location featuring specialized areas for pediatrics, wound care, and pelvic rehab, with full pediatric equipment installation soon. To improve operational efficiency and patient outcomes, a new therapy-specific documentation system (OptimisPT) was approved, which will introduce automated appointment reminders and remote monitoring to address current cancellation rates. PT volumes have increased nearly 12% year-to-date, supported by a staffing model transition toward more physical therapists to enhance specialty care availability. Occupational Therapy saw a surge in referrals in early 2026, prompting discussions for a second full-time position, while Speech Therapy treatments have increased by over 400% following the transition to full-time staffing and the expansion of dementia and pediatric feeding programs. Additionally, Cardiopulmonary Rehab volumes rose over 40%, necessitating expanded hours, and the Athletic Training program has strengthened community partnerships through its dedicated presence at the local high school.

**Capital Purchase – Rehab Services Software Interface**

The original interface budget between OptimisPT and Cerner was \$20,000 but only covered outbound data. The request for additional funds to expand the interface to inbound charges and documentation. Doing so will improve the efficiency of workflows and maximize charge capture.

A motion was made by Mendlik, second by Leise, to approve the updated capital purchase amount for the Rehab Services software interface in the amount of \$48,000. Motion carried unanimously.

**Capital Purchase – Door Replacement**

The original budgeted amount of \$220,000 was an estimated amount for the fire door replacement project. The final invoice for the replacement of 13 doors by Keystone Construction is \$225,808, leaving a difference of \$5,808.

A motion was made by Schultz, second by Reisz, to approve the updated capital purchase amount of \$225,808 for the fire door replacement. Motion carried unanimously.

**Capital Purchase – Duraline EasySeal**

The surgical department has struggled to get the right size peel packs to use for instrumentation. They have requested a Duraline EasySeal Automatic Heat Sealer that will allow them to create their own sterile surgical instrumentation packs. This will provide efficiency and cost savings. This request replaces the purchase for \$60,000 for a second spine set.

A motion was made by Schultz, second by Leise, to approve the capital purchase of a Duraline EasySeal Automatic Heat Sealer in the amount of \$8,538. Motion carried unanimously.

### **Infection Prevention Education**

Rasmussen provided a comprehensive update on the hospital's infection prevention activities, emphasizing the department's critical role in patient safety and cost containment. She detailed the scope of daily surveillance—including the monitoring of healthcare-associated infections, surgical site infections, and multi-drug resistant organisms—while outlining a robust program of staff training, quarterly hand hygiene assessments, and policy development aligned with CDC and CMS standards. She also highlighted the ongoing collaboration with Dr. Wright and public health authorities for clinical oversight and mandatory reporting and noted her commitment to professional development to address emerging threats and the post-pandemic landscape.

### **AHA Update**

At the AHA Annual Meeting in Washington, D.C., Muck engaged with Iowa legislators and federal health officials to advocate for critical rural healthcare priorities. Key discussions focused on protecting the Directed Payment Program from 2028 cuts and addressing barriers to rural transformation funds, including restrictive non-compete clauses, technology grant limitations, and compressed application timelines. She also highlighted the worsening family medicine residency shortage and the impact of loan caps on recruitment, prompting legislators to request continued collaboration on solutions to ensure stable healthcare delivery for Iowans.

### **CEO Report**

Muck shared a strong third quarter, highlighted by a net profit of \$1,550,055 and an increase in days cash on hand to 279, aided by the receipt of Medicaid Directed Payments. Operational updates included a successful customer service training initiative at recent Employee Forums and a 2.35% controllable turnover rate. Participation at regional colleges, local schools and youth career outreach are current recruitment efforts. To meet rising demand, the RHC is exploring expanded telehealth mental health services by at least a day a week. The facility is preparing for a three-month MRI replacement project starting in July following the approval of the Certificate of Need received this month. Additionally, there are significant community engagement efforts, including the recruitment of Spanish-speaking PFAC members, CPR training for 17 residents, and ongoing wellness collaborations through the LEAP Coalition and HEAL project.

### **Individual Board Member Comments**

Mendlik shared his thoughts on prioritizing being fiscally responsible in the changing times and being prepared for the uncertainty ahead.

### **ADJOURNMENT**

A motion was made by Leise, second by Mendlik, that the meeting be adjourned at 6:36 p.m. Motion carried unanimously.

**CRAWFORD COUNTY MEMORIAL HOSPITAL  
FINANCE COMMITTEE MEETING  
May 15, 2026, 12:00 P.M.**

A meeting of the Finance Committee of the Board of Trustees was held on Friday, May 15, 2026, in the Administrative Conference Room. Present on site were Rachel Melby (CFO), Erin Muck (CEO), Amy Schultz, and Heather Wight (recorder). Not in attendance was Jon Schuttinga.

The meeting was called to order at 12:30 pm.

**Committee Recommendations:**

1. Total Payroll & Accounts Payable of \$3,725,942.58 for approval of payment.

**Approval of Minutes**

The April 2026 minutes were reviewed and approved.

**CFO Report**

The CFO Report was reviewed.

**Financial Reports**

**Statistical, Income and Cash Flow Report**

Overall, statistics were up almost 3% for the month, compared to last April. Although inpatient volumes continue to lag this fiscal year, outpatient volumes continue to see steady increases. Of note, scheduled outpatient visits are up 61% for the month and are up 16% year-to-date. Because of the significant volume increases we are looking at expanding hours for scheduled outpatient visits and moving them out of Surgery and into a separate location. Ambulance runs were also up 49% in April, which is attributed to success with recruitment and increased coverage.

In April we also received our Medicaid Directed Payment for Q2, which resulted in a net profit of \$1,299,170. Although total expenses were over budget, this was predominantly due to the assessment fees for the directed payments. Cash was also positive, with Days Cash on Hand increasing from 279 days to 281 days, and operational cash from 194 days to 202 days. Total cash balances are \$34,807,039 and there is approximately \$7.5 million remaining on the Construction Note.

All key operating indicators are positive, with Days in A/R back down to 45 days and Total A/R down just over \$900,000. The rolling Debt Service Coverage ratio is currently 2.66, and above our target of 1.6.

**Balance Sheet**

The Balance Sheet as of 04/30/2026 reflects Total Assets of \$82,839,075.

**Payroll & Accounts Payable**

The committee reviewed and recommends total Payroll & Accounts Payable of \$3,725,942.58 to the Board for approval. This amount includes \$2,215,976.48 in salaries.

**CRAWFORD COUNTY MEMORIAL HOSPITAL  
FINANCE COMMITTEE MEETING  
May 15, 2026, 12:00 P.M.**

**Accounts Receivable**

Patient Accounts Receivable as of 4/30/2026 totaled \$10,048,911 which is an increase of \$391,907 from March.

**New Business**

**Iowa Property Tax Levy Changes**

Iowa's newly enacted property tax reform bill (SF 2472) will take effect for the 2027–2028 fiscal year. The legislation replaces standard valuation-based compounding with strict revenue growth caps, placing a 4% annual growth cap on county hospital levies based on prior-year collections.

**Other Business**

**FY2027 Operating Budget - Deferred**

**FY2027 Capital Budget - Deferred**

**Adjourn** - The meeting was adjourned at 12:47 p.m.

## Crawford County Memorial Hospital

### Comparative Statistical Report

April 2026

	Month to Date			Fiscal Year to Date		
	FY 2026	FY 2025	Variance	FY 2026	FY 2025	Variance
<b>Total Admissions</b>	30	36	-16.67%	317	345	-8.12%
Acute/OB	22	33	-33.33%	254	287	-11.50%
Skilled	4	3	33.33%	35	40	-12.50%
ICF	4	0	100.00%	28	13	115.38%
Respite	0	0	0.00%	0	1	-100.00%
Newborns	0	0	0.00%	0	4	-100.00%
<b>Total Patient Days*</b>	160	243	-34.16%	2,076	2,291	-9.38%
Acute/OB	63	128	-50.78%	879	1,065	-17.46%
Nursery	0	0	0.00%	0	4	-100.00%
Skilled	26	38	-31.58%	349	535	-34.77%
ICF	11	0	100.00%	113	36	213.89%
Respite	0	0	0.00%	0	3	-100.00%
Observation	60	77	-22.08%	735	648	13.43%
*Includes Observation						
<b>Average LOS (Acute/OB)</b>	2.80	3.73	-24.89%	3.38	3.50	-3.26%
<b>Hospital Procedures</b>						
Inpatient	282	577	-51.13%	7,545	9,307	-18.93%
Outpatient	15,356	14,621	5.03%	146,798	136,041	7.91%
<b>Total</b>	15,638	15,198	2.90%	154,343	145,348	6.19%
Surgical Procedures	93	86	8.14%	971	929	4.52%
Anesthesia Procedures	80	67	19.40%	837	728	14.97%
ER Visits	429	431	-0.46%	4,327	4,595	-5.83%
Admits from ER	19	25	-24.00%	212	283	-25.09%
Scheduled Outpatient Visits	135	84	60.71%	1,201	1,034	16.15%
Ambulance Trips	121	81	49.38%	1,139	1,103	3.26%
Xray Procedures	604	593	1.85%	6,336	6,406	-1.09%
Mammography Procedures	131	127	3.15%	1282	1214	5.60%
Flouro Procedures	2	6	-66.67%	39	30	30.00%
Ultrasound Dept Procedures	143	193	-25.91%	1590	1586	0.25%
Echo Procedures	66	60	10.00%	489	388	26.03%
CT Dept Procedures	291	234	24.36%	2502	2374	5.39%
MRI Dept Procedures	95	92	3.26%	867	767	13.04%
Nuc Med Procedures	8	6	33.33%	53	42	26.19%
Total Radiology Procedures	1,340	1,311	2.21%	13,158	12,807	2.74%
Respiratory Tx Procedures	41	53	-22.64%	756	782	-3.32%
EKG Procedures	189	126	50.00%	1523	1284	18.61%
Sleep Studies	35	18	94.44%	264	160	65.00%
Lab Procedures	7,693	7,464	3.07%	74,823	67,993	10.05%
Physical Tx Procedures	1,498	1,538	-2.60%	17,670	15,982	10.56%
Speech Procedures	85	17	400.00%	668	127	425.98%
OT Procedures	172	139	23.74%	1302	1410	-7.66%
Cardiac Rehab Procedures	280	175	60.00%	1907	1273	49.80%
Pulmonary Rehab Procedures	6	32	-81.25%	82	129	-36.43%
Specialty Clinic Visits	502	603	-16.75%	4,329	5,016	-13.70%
Total Medical Clinic Visits	3,060	3,054	0.20%	30,525	31,099	-1.85%

**CRAWFORD COUNTY MEMORIAL HOSPITAL  
OPERATING/INCOME STATEMENT  
FOR THE MONTH ENDING APRIL 30, 2026**

*Gray lines are YTD. All %'s are based on net revenue except for the variance column and gross revenue.*

	<b>CURRENT MONTH ACTUAL</b>		<b>CURRENT MONTH BUDGET</b>		<b>CURRENT MONTH VARIANCE</b>		<b>PRIOR YEAR ACTUAL</b>	
<b>PATIENT SERVICE REVENUES</b>								
INPATIENT SERVICES	144,745	2.2%	601,093	9.4%	(456,348)	-75.9%	607,833	9.9%
	5,475,468	8.1%	6,288,008	9.4%	(812,540)	-12.9%	5,741,102	9.5%
OUTPATIENT SERVICES	6,512,603	97.3%	5,692,667	88.6%	819,936	14.4%	5,555,739	90.2%
	61,269,482	91.0%	59,550,750	88.6%	1,718,732	2.9%	53,399,975	88.6%
SWING BED SERVICES	37,325	0.6%	129,666	2.0%	(92,341)	-71.2%	(6,151)	-0.1%
	588,522	0.9%	1,356,428	2.0%	(767,906)	-56.6%	1,121,747	1.9%
<b>TOTAL GROSS PATIENT REVENUE</b>	<b>6,694,673</b>	<b>100.0%</b>	<b>6,423,426</b>	<b>100.0%</b>	<b>271,247</b>	<b>4.2%</b>	<b>6,157,421</b>	<b>100.0%</b>
	67,333,472	100.0%	67,195,186	100.0%	138,286	0.2%	60,262,824	100.0%
<b>DEDUCTIONS FROM REVENUE</b>								
MEDICARE ADJUSTMENTS	(1,474,958)	-22.0%	(1,424,034)	-22.2%	(50,924)	3.6%	(1,309,482)	-21.3%
	(15,731,933)	-23.4%	(14,896,762)	-22.2%	(835,171)	5.6%	(13,068,925)	-21.7%
TITLE XIX ADJUSTMENTS	1,542,835	23.0%	(57,853)	-0.9%	1,600,687	-2766.8%	(356,570)	-5.8%
	726,785	1.1%	(605,193)	-0.9%	1,331,978	-220.1%	3,313,082	5.5%
BLUE CROSS ADJUSTMENTS	(804,045)	-12.0%	(651,562)	-10.1%	(152,483)	23.4%	(651,694)	-10.6%
	(7,216,113)	-10.7%	(6,815,963)	-10.1%	(400,149)	5.9%	(6,242,607)	-10.4%
OTHER ADJUSTMENTS	(413,842)	-6.2%	(334,808)	-5.2%	(79,033)	23.6%	(517,831)	-8.4%
	(4,149,336)	-6.2%	(3,502,415)	-5.2%	(646,920)	18.5%	(3,588,407)	-6.0%
PROVISION FOR UNCOLLECTIBLE	(190,696)	-2.8%	(159,991)	-2.5%	(30,705)	19.2%	(209,171)	-3.4%
	(1,892,757)	-2.8%	(1,673,659)	-2.5%	(219,098)	13.1%	(1,570,166)	-2.6%
CHARITY CARE	(2,965)	0.0%	(16,277)	-0.3%	13,312	-81.8%	(7,667)	-0.1%
	(114,114)	-0.2%	(170,273)	-0.3%	56,159	-33.0%	(145,889)	-0.2%
<b>TOTAL DEDUCTIONS FROM REVENUE</b>	<b>(1,343,672)</b>	<b>-20.1%</b>	<b>(2,644,525)</b>	<b>-41.2%</b>	<b>1,300,854</b>	<b>-49.2%</b>	<b>(3,052,414)</b>	<b>-49.6%</b>
	(28,377,467)	-42.1%	(27,664,266)	-41.2%	(713,201)	2.6%	(21,302,912)	-35.4%
<b>NET PATIENT REVENUE</b>	<b>5,351,002</b>	<b>79.9%</b>	<b>3,778,901</b>	<b>58.8%</b>	<b>1,572,101</b>	<b>41.6%</b>	<b>3,105,007</b>	<b>50.4%</b>
<i>(as % of Gross Patient Revenue)</i>	38,956,005	57.9%	39,530,920	58.8%	(574,915)	-1.5%	38,959,912	64.6%
<b>NET PATIENT REVENUE</b>	<b>5,351,002</b>	<b>99.2%</b>	<b>3,778,901</b>	<b>97.0%</b>	<b>1,572,101</b>	<b>41.6%</b>	<b>3,105,007</b>	<b>95.7%</b>
<i>(as % of Total Operating Revenue)</i>	38,956,005	97.3%	39,530,920	97.1%	(574,915)	-1.5%	38,959,912	96.0%
<b>OTHER REVENUE</b>								
DIETARY/MEALS INCOME	7,395	0.1%	7,042	0.2%	353	5.0%	7,462	0.2%
	78,740	0.2%	70,417	0.2%	8,324	11.8%	66,953	0.2%
OTHER INCOME	36,903	0.7%	110,200	2.8%	(73,297)	-66.5%	130,875	4.0%
	995,820	2.5%	1,102,000	2.7%	(106,180)	-9.6%	1,536,682	3.8%
<b>TOTAL OTHER REVENUE</b>	<b>44,298</b>	<b>0.8%</b>	<b>117,242</b>	<b>3.0%</b>	<b>(72,944)</b>	<b>-62.2%</b>	<b>138,338</b>	<b>4.3%</b>
	1,074,561	2.7%	1,172,417	2.9%	(97,856)	-8.3%	1,603,635	4.0%
<b>TOTAL OPERATING REVENUE</b>	<b>5,395,300</b>	<b>100.0%</b>	<b>3,896,142</b>	<b>100.0%</b>	<b>1,499,157</b>	<b>38.5%</b>	<b>3,243,345</b>	<b>100.0%</b>
	40,030,566	100.0%	40,703,337	100.0%	(672,771)	-1.7%	40,563,547	100.0%
<b>OPERATING EXPENSES</b>								
SALARIES	1,910,073	35.4%	1,951,144	50.1%	(41,071)	-2.1%	1,739,221	53.6%
	18,943,904	47.3%	20,410,835	50.1%	(1,466,931)	-7.2%	16,883,928	41.6%
BENEFITS	606,204	11.2%	642,768	16.5%	(36,564)	-5.7%	552,301	17.0%
	6,019,965	15.0%	6,699,012	16.5%	(679,048)	-10.1%	5,549,809	13.7%
PROFESSIONAL FEES	301,372	5.6%	253,145	6.5%	48,228	19.1%	374,878	11.6%
	3,226,579	8.1%	2,648,135	6.5%	578,444	21.8%	3,132,253	7.7%
SUPPLIES & EXPENSES	1,004,016	18.6%	793,918	20.4%	210,098	26.5%	635,864	19.6%
	7,945,570	19.8%	8,106,277	19.9%	(160,707)	-2.0%	7,854,062	19.4%
OCCUPANCY	174,643	3.2%	148,603	3.8%	26,039	17.5%	177,344	5.5%
	1,480,332	3.7%	1,486,034	3.7%	(5,702)	-0.4%	1,503,700	3.7%
DEPRECIATION	205,792	3.8%	223,750	5.7%	(17,958)	-8.0%	193,792	6.0%
	2,053,917	5.1%	2,237,500	5.5%	(183,583)	-8.2%	1,937,917	4.8%
<b>TOTAL OPERATING EXPENSE</b>	<b>4,202,101</b>	<b>77.9%</b>	<b>4,013,328</b>	<b>103.0%</b>	<b>188,773</b>	<b>4.7%</b>	<b>3,673,400</b>	<b>113.3%</b>
	39,670,266	99.1%	41,587,793	102.2%	(1,917,527)	-4.6%	36,861,668	90.9%
<b>NET OPERATING INCOME (LOSS)</b>	<b>1,193,199</b>	<b>22.1%</b>	<b>(117,186)</b>	<b>-3.0%</b>	<b>1,310,385</b>	<b>-1118.2%</b>	<b>(430,055)</b>	<b>-13.3%</b>
	360,300	0.9%	(884,456)	-2.2%	1,244,756	-140.7%	3,701,879	9.1%
<b>NONOPERATING REV/EXP</b>								
TAXES	165,896	3.1%	165,896	4.3%	-	0.0%	181,742	5.6%
	1,658,964	4.1%	1,658,964	4.1%	-	0.0%	1,817,423	4.5%
GENERAL CONTRIBUTIONS	-	0.0%	1,000	0.0%	(1,000)	0.0%	-	0.0%
	16,348	0.0%	10,000	0.0%	6,348	0.0%	18,633	0.0%
INTEREST INCOME	75,519	1.4%	116,667	3.0%	(41,148)	-35.3%	151,591	4.7%
	981,339	2.5%	1,166,667	2.9%	(185,327)	-15.9%	1,052,659	2.6%
INTEREST EXPENSE	(135,445)	-2.5%	(164,667)	-42.3%	29,222	-17.7%	(45,382)	-1.4%
	(1,361,979)	-3.4%	(1,646,667)	-4.0%	284,688	-17.3%	(582,746)	-1.4%
<b>TOTAL NONOPERATING INCOME (LOSS)</b>	<b>105,971</b>	<b>2.0%</b>	<b>118,896</b>	<b>3.1%</b>	<b>(12,926)</b>	<b>-10.9%</b>	<b>287,951</b>	<b>8.9%</b>
	1,294,673	3.2%	1,188,964	2.9%	105,709	8.9%	2,305,970	5.7%
<b>NET INCOME (LOSS)</b>	<b>1,299,170</b>	<b>24.1%</b>	<b>1,711</b>	<b>0.0%</b>	<b>1,297,459</b>	<b>75842.4%</b>	<b>(142,104)</b>	<b>-4.4%</b>
<i>Year to Date</i>	1,654,973	4.1%	304,508	0.7%	1,350,465	443.5%	6,007,849	14.8%

**CRAWFORD COUNTY MEMORIAL HOSPITAL  
STATEMENT OF CASH FLOWS  
FOR THE MONTH ENDING APRIL 30, 2026**

	<u>THIS MONTH</u>	<u>YTD</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
CASH RECEIVED FROM PATIENTS AND THIRD-PARTY PAYORS	5,752,794	40,256,857
CASH PAID TO SUPPLIERS FOR GOODS AND SERVICES	(2,334,840)	(17,707,910)
CASH PAID TO EMPLOYEES FOR SERVICES	(2,370,126)	(21,499,162)
OTHER OPERATING REVENUE RECEIVED	44,298	1,237,269
NET CASH PROVIDED BY OPERATING ACTIVITIES	1,092,125	2,287,054
<b>CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES</b>		
COUNTY TAXES	583,310	1,867,070
<b>CASH FLOW FROM CAPITAL AND RELATED FINANCING ACTIVITIES</b>		
PROCEEDS FROM ISSUANCE OF LONG-TERM DEBT	-	-
PRINCIPAL PAYMENTS ON LONG-TERM DEBT	(56,652)	(567,328)
INTEREST PAID ON LONG-TERM DEBT	(26,303)	(925,996)
ACQUISITION OF PROPERTY AND EQUIPMENT	(277,866)	(1,518,023)
CONSTRUCTION PROJECT FUNDS	(800,121)	(9,578,127)
NET CASH FROM (USED IN) CAPITAL AND RELATED FINANCING ACTIVITIES	(1,160,942)	(12,589,474)
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>		
INTEREST RECEIVED	63,351	549,612
PROCEEDS FROM MATURITIES OF CERTIFICATES OF DEPOSIT	28,127	449,942
PURCHASE OF CERTIFICATE OF DEPOSIT	-	-
PROCEEDS OF MATURITIES OF U.S. GOVERNMENT AGENCY SECURITIES	-	-
PURCHASE OF GOVERNMENT AGENCY SECURITIES	-	-
NET CASH PROVIDED BY INVESTING ACTIVITIES	91,477	999,555
<b>NET INCREASE (DECREASE) IN CASH</b>	<b>605,971</b>	<b>(7,435,795)</b>
<b>CASH</b>		
BEGINNING	34,201,068	42,242,834
ENDING	34,807,039	34,807,039

<u>OPERATING INDICATORS:</u>	<u>NOV</u>	<u>DEC</u>	<u>JAN</u>	<u>FEB</u>	<u>MAR</u>	<u>APR</u>	<u>Target</u>	<u>Desirable Trend</u>
Total Margin:	-11.95%	-0.17%	0.53%	-10.14%	25.65%	23.05%	2.00%	Increasing
Debt Service Coverage Ratio:	2.78	2.47	2.33	1.70	2.17	2.66	1.60	Increasing
Days Revenue in Patient A/R:	47	43	45	44	50	45	50	Decreasing
Days Cash on Hand:	299	292	284	273	279	281	180	Increasing
(w/o Project funds)	(197)	(198)	(194)	(186)	(194)	(202)		

**CRAWFORD COUNTY MEMORIAL HOSPITAL  
BALANCE SHEET  
AS OF: 4/30/26**

<b>ASSETS</b>	<b>Current Month</b>		<b>Prior Month</b>		<b>1-Month Net Change</b>		<b>1 Year Ago Month</b>	
<b>CURRENT ASSETS</b>								
Total Cash	11,829,263	14.28%	11,682,861	14.21%	146,402	1.25%	15,512,438	17.72%
Patient Receivables	10,048,911	12.13%	10,986,453	13.36%	(937,542)	-8.53%	12,533,739	14.32%
Allowance for Uncollectibles	(642,000)	-0.77%	(643,000)	-0.78%	1,000	-0.16%	(1,069,000)	-1.22%
Allowance for Contractuals	(2,800,000)	-3.38%	(3,420,000)	-4.16%	620,000	-18.13%	(4,150,000)	-4.74%
Net Accounts Receivable	6,606,911	7.98%	6,923,453	8.42%	(316,542)	-4.57%	7,314,739	8.36%
Other Receivables								
Est. Third Party Settlement	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Taxes Receivable	143,742	0.17%	727,052	0.88%	(583,310)	-80.2%	126,991	0.15%
Other	208,917	0.25%	211,015	0.26%	(2,098)	-0.99%	214,684	0.25%
Inventory	1,519,915	1.83%	1,535,271	1.87%	(15,356)	-1.00%	1,473,358	1.68%
Prepaid Expenses & Other	1,033,441	1.25%	911,916	1.11%	121,525	13.33%	710,980	0.81%
<b>TOTAL CURRENT ASSETS</b>	<b>21,342,190</b>	<b>25.76%</b>	<b>21,991,569</b>	<b>26.75%</b>	<b>(649,379)</b>	<b>-2.95%</b>	<b>25,353,189</b>	<b>28.96%</b>
<b>ASSETS LIMITED AS TO USE</b>								
Investments								
Cash & CD's	13,195,372	15.93%	12,134,558	14.76%	1,060,814	8.74%	12,655,900	14.46%
Bond/Project Funds	9,782,403	11.81%	10,383,649	12.63%	(601,245)	-5.79%	20,092,534	22.95%
Interest Receivable	49,314	0.06%	65,272	0.08%	(15,958)	-24.45%	89,613	0.10%
<b>TOTAL ASSETS LIMITED AS TO USE</b>	<b>23,027,090</b>	<b>27.80%</b>	<b>22,583,479</b>	<b>27.47%</b>	<b>443,610</b>	<b>1.96%</b>	<b>32,838,047</b>	<b>37.51%</b>
<b>OTHER ASSETS</b>								
Physician Practice Intangibles	815,000	0.98%	815,000	0.99%	-	100.00%	815,000	0.93%
<b>TOTAL OTHER ASSETS</b>	<b>815,000</b>	<b>0.98%</b>	<b>815,000</b>	<b>0.99%</b>	<b>-</b>	<b>0.00%</b>	<b>815,000</b>	<b>0.93%</b>
<b>PROPERTY &amp; EQUIPMENT, NET</b>								
Land	314,500	0.38%	314,500	0.38%	-	0.00%	314,500	0.36%
Land held for Future Dev	120,400	0.15%	120,400	0.15%	-	0.00%	120,400	0.14%
Land Improvements	2,623,208	3.17%	2,623,208	3.19%	-	0.00%	2,623,208	3.00%
Building	8,867,878	10.70%	8,867,878	10.78%	-	0.00%	8,675,741	9.91%
Fixed Equipment	18,336,134	22.13%	18,110,326	22.03%	225,808	1.25%	18,242,924	20.84%
Major Moveable Equipment	23,772,122	28.70%	23,731,446	28.86%	40,676	0.17%	22,425,660	25.62%
Leased Equipment	1,439,076	1.74%	1,439,076	1.75%	-	0.00%	1,439,076	1.64%
Deferred Costs	20,797,285	25.11%	20,038,149	24.37%	759,137	3.79%	9,682,485	11.06%
Right of Use Subscriptions	486,650	0.59%	486,650	0.59%	-	0.00%	201,265	0.23%
Allowance for Depreciation	(42,677,869)	-51.52%	(42,472,077)	-51.65%	(205,792)	0.48%	(40,086,854)	-45.79%
<b>TOTAL PROPERTY &amp; EQUIP, NET</b>	<b>34,079,385</b>	<b>41.14%</b>	<b>33,259,555</b>	<b>40.45%</b>	<b>819,829</b>	<b>2.46%</b>	<b>23,638,405</b>	<b>27.00%</b>
<b>DEFERRED OUTFLOWS OF RESOURCES</b>								
Pension Related Deferred Outflows	2,883,373	3.48%	2,883,373	3.51%	-	0.00%	4,134,804	4.72%
Deferred Loss on Refunding	692,038	0.84%	692,038	0.84%	-	0.00%	761,243	0.87%
<b>TOTAL DEFERRED OUTFLOWS</b>	<b>3,575,411</b>	<b>4.32%</b>	<b>3,575,411</b>	<b>4.35%</b>	<b>-</b>	<b>0.00%</b>	<b>4,896,047</b>	<b>5.59%</b>
<b>TOTAL ASSETS</b>	<b>82,839,075</b>	<b>100.00%</b>	<b>82,225,014</b>	<b>100.00%</b>	<b>614,061</b>	<b>0.75%</b>	<b>87,540,688</b>	<b>100.00%</b>
<b>LIABILITIES &amp; NET ASSETS</b>								
<b>CURRENT LIABILITIES</b>								
Accounts Payable	221,030	0.27%	483,206	0.59%	(262,176)	-54.26%	205,390	0.23%
Accrued Payroll & Payroll Taxes	2,223,699	2.68%	2,437,845	2.96%	(214,146)	-8.78%	2,175,498	2.49%
Accrued Health Insurance	2,125,431	2.57%	2,216,707	2.70%	(91,275)	-4.12%	2,153,902	2.46%
Deferred Pro Tax Receivable	331,793	0.40%	497,689	0.61%	(165,896)	-33.33%	363,485	0.42%
Due to Third Parties - Other	12,521	0.02%	16,625	0.02%	(4,104)	-24.69%	2,102	0.00%
Lease Payable - Short Term	139,052	0.17%	139,052	0.17%	-	0.00%	61,722	0.07%
Est. Third Party Settlements	1,459,089	1.76%	1,459,089	1.77%	-	0.00%	1,737,575	1.98%
Construction Payable	570,431	0.69%	570,431	0.69%	-	0.00%	-	0.00%
<b>TOTAL CURRENT LIABILITIES</b>	<b>7,083,046</b>	<b>8.55%</b>	<b>7,820,644</b>	<b>9.51%</b>	<b>(737,598)</b>	<b>-9.43%</b>	<b>6,699,673</b>	<b>7.65%</b>
<b>OTHER LIABILITIES</b>								
Lease Payable - Long Term	240,044	0.29%	240,044	0.29%	-	0.00%	72,302	0.08%
Bonds Payable - Long Term	37,032,539	44.70%	37,089,191	45.11%	(56,652)	-0.15%	43,293,154	49.45%
Interest Payable	572,561	0.69%	463,419	0.56%	109,142	23.55%	162,378	0.19%
Net Pension Liability	7,069,543	8.53%	7,069,543	8.60%	-	0.00%	9,673,976	11.05%
<b>TOTAL LONG-TERM LIABILITIES</b>	<b>44,914,687</b>	<b>54.22%</b>	<b>44,862,197</b>	<b>54.56%</b>	<b>52,490</b>	<b>0.12%</b>	<b>53,201,809</b>	<b>60.77%</b>
<b>TOTAL LIABILITIES</b>	<b>51,997,733</b>	<b>62.77%</b>	<b>52,682,841</b>	<b>64.07%</b>	<b>(685,109)</b>	<b>-1.30%</b>	<b>59,901,483</b>	<b>68.43%</b>
<b>DEFERRED INFLOWS OF RESOURCES</b>								
Pension Related Deferred Inflows	1,036,251	1.25%	1,036,251	1.26%	-	0.00%	774,116	0.88%
OPEB Related Deferred Inflows	251,200	0.30%	251,200	0.31%	-	0.00%	300,736	0.34%
<b>TOTAL DEFERRED INFLOWS</b>	<b>1,287,451</b>	<b>1.55%</b>	<b>1,287,451</b>	<b>1.57%</b>	<b>-</b>	<b>0.00%</b>	<b>1,074,852</b>	<b>1.23%</b>
<b>NET ASSETS</b>								
General Fund	27,898,918	33.68%	27,898,918	33.93%	-	0.00%	20,556,504	23.48%
Net Revenue (Loss)	1,654,973	2.00%	355,803	0.43%	1,299,170	365.14%	6,007,849	6.86%
<b>TOTAL NET ASSETS</b>	<b>29,553,891</b>	<b>35.68%</b>	<b>28,254,722</b>	<b>34.36%</b>	<b>1,299,170</b>	<b>4.60%</b>	<b>26,564,354</b>	<b>30.35%</b>
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>82,839,075</b>	<b>100.00%</b>	<b>82,225,014</b>	<b>100.00%</b>	<b>614,061</b>	<b>0.75%</b>	<b>87,540,688</b>	<b>100.00%</b>

**CCMH Expenses Paid for the Month of April 2026**

Access Technologies - Fees	\$443.27	Horn Memorial Hospital - Fees	\$68.27
Advance Medical Designs, Inc. - Supplies	\$225.00	HyVee - Supplies	\$780.00
Advanced Sterilization Products Services - Fees	\$360.08	IACPR - Fees	\$100.00
Agiliti Health, Inc. - Fees	\$9,417.00	ICP Medical, LLC	\$962.85
AHA Team STEPPS - Fees	\$1,950.00	ICU Medical, Inc. - Supplies	\$5,107.40
Airgas USA - Supplies	\$511.38	Industrial Bearing Supply Co. - Supplies	\$158.32
Align Ophthalmic, LLC - Supplies	\$2,380.01	Inovalon Provider, Inc. - Fees	\$2,571.52
American Messaging - Fees	\$46.42	Iowa Hospital Association - Fees	\$50.00
Ameritex Services - Fees	\$5,968.58	J&J Health Care Systems, Inc. - Supplies	\$48,746.00
Anderson Erickson Dairy - Supplies	\$559.81	Jackson Physician Search, LLC - Fees	\$3,300.00
Arthrex - Supplies	\$1,918.00	Jambiz - Rent	\$1,050.00
Lana Barber - Expenses	\$370.22	JP Gasway Co. - Supplies	\$1,580.00
Beckman Coulter, Inc. - Supplies	\$1,390.23	KCI USA, Inc. - Supplies	\$330.76
Bio-Rad Laboratories, LLC - Supplies	\$4,191.78	KickTech, LLC - Fees	\$64.75
Biovigil Technologies, LLC - Supplies	\$2,461.81	Kloewer Plumbing Service - Fees	\$450.00
Bluespace Creative, Inc. - Fees	\$675.86	Angie Kroll - Expenses	\$185.11
Bomgaars - Supplies	\$100.91	LaPrensa - Advertising	\$360.00
Bound Tree Medical LLC - Supplies	\$4,715.99	Landauer, Inc. - Supplies	\$476.84
Bracco Diagnostics, Inc. - Supplies	\$1,118.70	LifeNet Health - Supplies	\$2,969.37
Brown's Medical Imaging - Fees	\$23,162.50	Lifeserve Blood Center - Fees	\$3,718.24
Dr. Benjain Burkett - Expenses	\$569.64	Dr. Michael Luft - Expenses	\$905.00
Butterfly Network - Supplies	\$2,824.00	Dr. Patrick Luft - Expenses	\$200.00
Cable Channel 13 - Advertising	\$455.00	Macro Helix LLC - Fees	\$10,912.65
Cardinal Health - Supplies	\$67,225.07	Craig Malone - Rent	\$750.00
Cardinal Supplies and Fresheners - Supplies	\$52.80	Marco Technologies, LLC - Fees	\$225.18
Carroll Cleaning Supply - Supplies	\$2,833.57	Martin Bros Distributing Co., LLC - Supplies	\$4,041.02
Scott Carver - Expenses	\$11,750.00	Cyilee Martin - Expenses	\$687.00
Cassling - Fees	\$31,725.25	McKesson Medical Surgical - Supplies	\$4,347.36
CenturyLink - Fees	\$532.64	Medical Solutions - Fees	\$80,430.80
Cepheid - Supplies	\$295.12	Medline Industries LP - Supplies	\$27,601.40
Cerner Corporation - Fees	\$36,941.79	Rachel Melby - Expenses	\$266.64
Chamber & Development - Fees	\$110.00	Mercy College training Center - Fees	\$35.00
Change Healthcare - Fees	\$11,691.28	MidAmerican Energy - Utilities	\$110.05
CHI Health - Fees	\$600.00	Midwest Alarm Services - Fees	\$2,015.00
Chubb - Premiums	\$40,098.41	Mindray DS USA, Inc. - Supplies	\$1,762.33
City of Dow City - Utilities	\$209.80	Mizuho Orthopedic Systems, Inc. - Supplies	\$11,467.53
Clarity Group, Inc. - Fees	\$5,906.40	Nasco Healthcare, Inc. - Supplies	\$415.28
Cobblestone Inn & Suites - Fees	\$1,976.00	Shelby Neubauer - Expenses	\$39.59
CompHealth - Fees	\$222.95	New Century FS - Fuel	\$4,236.60
Kiaya Conrad - Expenses	\$220.00	Nonin Medical, Inc. - Supplies	\$145.00
Constellation New energy - Utilities	\$7,758.01	Nuance Communications, Inc. - Fees	\$1,520.96
Crawford County Racer's Assoc. - Sponsorship	\$1,100.00	NW Iowa Yes Center - Fees	\$1,342.20
Gloria Cruz - Expenses	\$30.00	Observer - Advertising	\$30.00
Cutler Anesthesia Services, PLLC - Fees	\$49,725.00	Omnicell, Inc. - Fees	\$80.00
Dearborn - Premims	\$24,577.10	Onmedia - Advertising	\$800.00
Denison Free Press - Advertising	\$800.00	Oxen Technology - Fees	\$11.00
Denison Hardscapes - Fees	\$5,940.99	Pararev - Fees	\$1,912.50
Denison Municipal Utilities - Utilities	\$16,264.65	Partsource, Inc. - Supplies	\$666.80
DFI-Solutions - Supplies	\$3,500.00	Kim Petersen - Expenses	\$119.05
Do It Best - Supplies	\$215.28	Petty Cash - Petty Cash	\$200.00
Dr. Rick Malyszczek - Expenses	\$417.60	Pitney Bowes Bank Inc Reserve - Postage	\$1,500.00
Drees Co. - Supplies	\$210.00	Plunkett's Pest Control - Fees	\$157.98
Ecolab, Inc. - Supplies	\$642.80	Joseph Postanes - Expenses	\$72.31
El Paisano Garage Doors - Fees	\$765.00	Practical Sleep Services, LLC - Fees	\$13,470.00
Electronic Sound Inc. - Supplies	\$1,795.50	Precision Dynamics Corp. - Supplies	\$479.15
Elevate Roofing - Fees	\$1,082.06	Priority Healthcare Dist. - Supplies	\$6,376.80
Ace Ettleman - Rent	\$550.00	Professional Medical Management - Supplies	\$7,711.00
Scott Eveloff - Fees	\$2,100.00	Propio Language Service - Fees	\$1,821.44
Family Ear Nose and Throat PC - Fees	\$197.60	Psychiatric Medical Care, LLC - Fees	\$54,988.21
Fareway Stores - Supplies	\$781.94	Quality Truck Service - Fees	\$1,359.51
Farmer Bros. Co. - Supplies	\$835.86	QuidelOrtho Sales Co., LLC - Supplies	\$24,190.00
Federal Express Corp. - Fees	\$224.63	QuVa Pharma, Inc. - Supplies	\$366.56
Feld Fire - Fees	\$105.00	R&D Batteries Inc - Supplies	\$847.36
FFF Enterprises, Inc. - Supplies	\$5,059.84	R&S Waste Disposal - Fees	\$1,317.32
Robert Fink - Expenses	\$1,022.78	Redsail Technologies - Fees	\$2.86
Jennifer Finken - Expenses	\$268.25	Makenzie Reis - Expenses	\$139.28
First National Bank Omaha - Expenses	\$15,719.89	Remel, Inc. - Supplies	\$911.12
FNIC - Premiums	\$182,764.64	RMP Services LLC - Supplies	\$3,595.98
Frehse Manufacturing, Inc. - Supplies	\$68.80	Secure Shred Solutions - Fees	\$229.00
Frontier Telephone CO. - Telephone	\$328.06	Sensoscientific - Supplies	\$250.00
Megan Gorham - Expenses	\$123.58	Sherwin Williams - Supplies	\$269.75
GQR Recruiting Resources LLC - Fees	\$7,666.04	Siemens Healthcare Diagnostics - Supplies	\$3,895.00
Grainger - Supplies	\$194.58	Skyline Pharmaceuticals Inc. - Supplies	\$166.84
Jamie Gross - Expenses	\$8.70	Spendmend, LLC - Supplies	\$6,433.52
GRP & Associates Inc. - Fees	\$606.19	Staples Advantage - Supplies	\$1,392.37
Health Care Logistics Inc. - Supplies	\$66.87	Steris Corporation - Supplies	\$883.85
Healthcare Compliance Testing, LLC - Fees	\$900.00	Stone Printing - Supplies	\$344.74
HealthLinx, Inc. - Fees	\$40,427.20	Strachan Sales, Inc. - Supplies	\$24.16
Heartland Business Systems, LLC - Fees	\$1,896.90	Stryker Endoscopy - Supplies	\$2,521.36
Jodi Henderson - Expenses	\$278.11	Stryker Rental Services - Supplies	\$49.00
Hologic, Inc. - Supplies	\$666.00	Stryker Sale LLC - Supplies	\$10,193.86

Systemex America, Inc. - Supplies	\$3,366.00	Verizon Wireless - Telephone	\$683.03
Team Ford Lincoln - Fees	\$85.55	Versabadge, LLC - Supplies	\$4,000.00
Tech Medical Services, Inc. - Supplies	\$1,795.00	Trama Vetter - Expenses	\$125.00
Teleflex LLC - Fees	\$864.50	Vision Service Plan - Premiums	\$3,915.93
Tennant Sales and Service Co. - Fees	\$250.48	Macy Waldemar Webb - Expenses	\$404.78
Thoroughcare, Inc. - Fees	\$250.00	Weatherby Locums, Inc. - Fees	\$15,703.59
Top Gear, Inc. dba Helmets R Us, Inc. - Supplie	\$3,117.40	WebMD Ignite - Fees	\$331.14
Tri-Anim Health Services - Fees	\$973.03	Wells Fargo Financial Lease - Fees	\$935.18
TruBridge - Fees	\$2,600.00	West Bend Mutual Ins. CO. - Premiums	\$14,907.20
Tusk Enterprises, LLC - Fees	\$7,210.30	Western Iowa Networks - Telephone	\$1,715.63
UKG, Inc. - Fees	\$856.98	WIN - Fees	\$1,500.00
Ulrich Medical USA, Inc. - Supplies	\$40,400.43	Luke Winkelman - Expenses	\$79.75
UnityPoint Clinic - Occupational Med - Fees	\$210.00	Z&Z Medical, Inc. - Supplies	\$6,173.27
UNMC Center for Continuing Ed. - Fees	\$1,695.00	Zimmer US, Inc. - Supplies	\$165.30
US Foods - Supplies	\$9,717.46	Patient Account Refunds	\$14,473.81
Veit, LLC - Fees	\$993.45		
		<b>April Check Run</b>	<b>\$1,171,657.61</b>
<b>DEPRECIATION FUND:</b>			
Carroll Control Systems, Inc. - Facility Project	\$69,350.00		
Cerner Corporation - Nurse Call Project	\$551.40		
Certified Testing Services, Inc. - Facility Project	\$439.00		
CME Corp - Facility Project	\$671.34		
Heartland Business Systems, LLC - IT Upgrades	\$35,670.00		
Keystone Construction Services, LLC - Door Project	\$225,808.00		
Leo A Daly - MRI Project	\$4,455.00		
Lint Van Lines - Facility Project	\$800.00		
VOC Associates, LLC - Facility Project	\$563.75		
<b>Depreciation Total</b>			<b>\$338,308.49</b>
<b>Salaries</b>			<b>\$2,215,976.48</b>
<b>GRAND TOTAL</b>			<b>\$3,725,942.58</b>